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**THE EFFECT OF PERSON JOB FIT, PERSON ORGANIZATION FIT, AND  
SELF EFFICACY ON EMPLOYEE CAREER SUCCESS IN FINANCIAL  
INSTITUTION**



**By**

**SYAHIRAH BINTI MUSA**

**Thesis Submitted to**

**School of Business Management, Universiti Utara Malaysia**

**in Partial Fulfilment of the Requirement for the**

**Master of Human Resource Management**





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## **ABSTRACT**

Career success is one of important factors that employees search for in building their career. This study aims to examine the influence of person-job fit, person-organisation fit and self-efficacy on career success among employees in a financial institution in Kuala Lumpur. A total of 308 employees from financial institution participated in the study. Three hypotheses were tested using SPSS 25. The findings indicated that only person-job fit and self-efficacy were significant and positively related to career success. This study also provided theoretical and practical implications in which career success progression can be influenced by several predictors. This study contributes to the body of knowledge, particularly the domain of career success.

**Keywords:** Career Success, Person-Job Fit, Person-Organization Fit, Self-Efficacy



## ABSTRAK

Kejayaan kerjaya adalah salah satu faktor penting yang dicari oleh pekerja untuk membina kerjaya mereka. Kajian ini bertujuan untuk mengkaji, kesesuaian individu-pekerjaan, kesesuaian individu-organisasi dan keyakinan diri terhadap kejayaan kerjaya di kalangan pekerja di institusi kewangan di Kuala Lumpur. Seramai 308 pekerja dari institusi kewangan telah mengambil bahagian dalam kajian ini. Tiga hipotesis diuji dengan menggunakan SPSS 25. Hasil kajian menunjukkan bahawa hanya kesesuaian individu-pekerjaan dan keyakinan diri yang signifikan dan positif berkaitan dengan kejayaan kerjaya. Kajian ini juga memberikan implikasi teori dan praktikal di mana progres kejayaan kerjaya dapat dipengaruhi oleh beberapa factor. Oleh itu kajian ini akan memberikan sumbangan yang lebih baik mengenai kejayaan kerjaya di masa depan.

Kata kunci: Kejayaan Kerjaya, Kesesuaian Individu-Pekerjaan, Kesesuaian Individu-Organisasi, Keyakinan Diri

## ACKNOWLEDGEMENT

In the name of Allah SWT, the Most Gracious and Most Merciful, I praised to Allah for the completion of this project paper. Without the dedication and support from these people, the completion of this dissertation would not have been possible.

First of all, I would like to extend my gratitude to my project supervisor, Assoc. Prof. Dr. Johanim binti Johari for her invaluable effort and time in providing proper guidance, assistance and effortless support throughout the entire process. With understanding, consideration and untiring advice, I am able to complete the research paper.

Secondly, I would like to thank the respondent who involved in the validation of survey for this project paper. Without their passionate participation and input, the validation survey could not have been successfully conducted.

Lastly, a big thanks to my mother, Huslina binti Wahab and family for giving my nonstop support in giving me continues trust in my pursuits, morally and financially providing me the invaluable support making it possible to go after my dream. Also I am very grateful and thankful for the encouragement and the support that I received from my friends Nubhan, Syazwani, Hadi and others for the unconditional support.

In a nutshell, I would like express thousands of heartfelt thanks to each and every single person who supported and assisted me directly or indirectly in completing this project paper.

Thank you very much.

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## LIST OF ABBREVIATIONS

List of Abbreviations	Description of Abbreviations
CS	Career Success
PJF	Person-Job-Fit
POF	Person-Organisation-Fit
SE	Self-Efficacy
SPSS	Statistical Package for the Social Sciences
BNM	Bank Negara Malaysia



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## **INTRODUCTION**

### **1.1 Introduction**

This chapter discuss on the background of study, problem statement, research question, and research objective. Next the researcher will explain the scope of the study, and significance of the study. Besides, definition of terms will be explained and organization of the chapters will be discussing at the end of this chapter.

### **1.2 Background of Study**

As time passes by, the world has witnessed the change of work nature. Traditionally, employees go to work to earn income in order to make a living. However, in today's employment, employees need more than just good pay. Employees nowadays are more competitive and want to grow with the company they are working in (Vos & Soens, 2008). In other words, they seek for success achievement in their life career. Career success is a significant aspect that one aims to achieve in the entire career journey, because one wants to fully utilise one's potential and gain benefits from a successful career. Having employees who are determined to achieve career success will not only boost organisational success, but it will also contribute to national economic growth (Majid, Liming, Tong, & Raihana, 2014).

In the journey to achieve success, there are several factors that contribute to it. Based on Omar, Krauss, Sail, and Ismail (2011), career success is influenced by two factor categories, namely personal and organisational factors. This can be categorised as factors related to individual attributes that are characteristically internal and factors that are external to the individual. One important individual factor that leads to career



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## APPENDICES

### APPENDIX A: DATA COLLECTION LETTER



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
Universiti Utara Malaysia  
06010 UUM SINTOK  
KEDAH DARUL AMAN  
MALAYSIA



Tel.: 604-928 7101/7113/7130  
Faks (Fax): 604-928 7180  
Laman Web (Web): [www.dygab.uum.edu.my](http://www.dygab.uum.edu.my)

UUM/DYAGSB/R-4/4/1

13 January 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam

#### DATA COLLECTION

COURSE: Research Paper  
COURSE CODE: BPMZ69912  
LECTURER: Assoc. Prof. Dr. Johanlim Binti Johari

This is to certify that the following is a postgraduate student from Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is pursuing the above mentioned course which requires her to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Syahrirah Binti Musa	824930


In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SERVING THE NATION"  
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"  
"KNOWLEDGE VIRTUE SERVICE"

Yours faithfully

  
ROZITA BINTI RAMLI  
Assistant Registrar  
for Dean  
Othman Yeop Abdullah Graduate School of Business

c.c. - Student's File (824930)

Universiti Pengurusan Terkemuka  
The Eminent Management University



## APPENDIX B: QUESTIONNAIRES



Dear Sir/Madam,

I am a postgraduate student from Universiti Utara Malaysia. Currently, I am conducting a research on employees' perception and behavior at work. This research is a partial requirement to complete the Master of Human Resources Management (MHRM) program. Therefore, I would like to obtain your cooperation to fill in this questionnaire.

I would really appreciate if you could spend about 5-10 minutes to complete the questionnaire. The questionnaire is divided into THREE (3) sections. I can assure you that your responses will be treated with the strictest confidence and it will be used for academic purpose only.

Your cooperation is highly appreciated. Thank you.

Yours sincerely,

Syahirah binti Musa  
Postgraduate Student  
Master of Human Resource Management  
School of Business Management,  
College of Business  
Universiti Utara Malaysia  
Email: syerahmusa@yahoo.com

## SECTION A

Instruction: Please tick (/) in the appropriate column and fill in the details below.

1. Gender:

- ☐ Male  
☐ Female

2. Race:

- ☐ Malay ☐ Chinese ☐ Indian  
☐ Others

3. Martial Status:

- ☐ Single ☐ Married

4. Age:

- ☐ Below 25 years old ☐ 25-30 years old  
☐ 31-35 years old ☐ 36-40 years old  
☐ 41-45 years old ☐ 45-50 years old  
☐ Above 50 years old

5. Highest education level:

- ☐ SPM  
☐ STPM/Diploma  
☐ Bachelor's Degree  
☐ Master's Degree  
☐ PhD  
☐ Others please specify: \_\_\_\_\_

6. Current working position:

- ☐ Executive  
☐ Non-executive

7. Number of years working experience in the current bank:

- ☐ Less than 5 years  
☐ 6-10 years  
☐ 11-15 years  
☐ More than 15 years

8. Number of years working in the banking industry:

- ☐ Less than 5 years  
☐ 6-10 years  
☐ 11-15 years  
☐ More than 15 years

## SECTION B

The following statements assess yourself and your satisfaction level. Please indicate your level of agreement by circling the most appropriate scale given.						
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Disagree</b>
1.	I am satisfied with the success I have achieved in my career.	1	2	3	4	5
2.	I am satisfied with the progress I have made towards meeting my overall career goals.	1	2	3	4	5
3.	I am satisfied with the progress I have made towards meeting my goals for income.	1	2	3	4	5
4.	I am satisfied with the progress I have made towards meeting my goals for advancement.	1	2	3	4	5
5.	I am satisfied with the progress I have made towards meeting my goals for the development of new skills.	1	2	3	4	5
6.	I will be able to achieve most of the goals that I have set for myself.	1	2	3	4	5
7.	When facing difficult tasks, I am certain that I will accomplish them.	1	2	3	4	5
8.	In general, I think that I can obtain outcomes that are important to me.	1	2	3	4	5

9.	I believe I can succeed at most any endeavour to which I set my mind.	1	2	3	4	5
10.	I will be able to successfully overcome many challenges.	1	2	3	4	5
11.	I am confident that I can perform effectively on many different tasks.	1	2	3	4	5
12.	Compared to other people, I can do most tasks very well.	1	2	3	4	5
13.	Even when things are tough, I can perform quite well.	1	2	3	4	5

### SECTION C

The following statements assess your perception towards your job and your organization. Please indicate your level of agreement by circling the most appropriate scale given.						
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Disagree</b>
1.	My abilities fit the demands of my job.	1	2	3	4	5
2.	I have the right skills and abilities to perform in my job.	1	2	3	4	5
3.	There is a good match between the requirement of my job and my skills.	1	2	3	4	5
4.	The match is very good between the demands of my job and my personal skills.	1	2	3	4	5



5.	My abilities and training are a good fit with the requirements of my job.	1	2	3	4	5
6.	My personal abilities and education provide a good match with the demands that my job places on me.	1	2	3	4	5
7.	I possess the skills and abilities to succeed at this organization.	1	2	3	4	5
8.	I believe my skills and abilities “match” those required by this organization in general.	1	2	3	4	5
9.	I have knowledge and skills that meet the company’s demands.	1	2	3	4	5
10.	My ability matches the characteristics of the business.	1	2	3	4	5

**-THANK YOU FOR YOUR COOPERATION-**

## APPENDIX C: DATA

### Demographic Data.

Demographic	Frequency	Percentage (%)
Gender		
Male	139	54.9
Female	169	45.1
Age		
Less than 25 years old	44	14.3
26-30 years old	81	26.3
31-35 years old	37	12.0
36-40 years old	44	14.3
41-45 years old	61	19.8
46-50 years old	38	12.3
More than 50 years old	3	1.0
Marital Status		
Single	153	49.7
Married	155	50.3
Highest Education Level		
SPM	3	1.0
STPM/Diploma	21	6.8
Bachelor's Degree	265	86.0
Master's Degree	19	6.2
PhD	0	0
Others	0	0
Current Work Position		
Executives	194	63.0
Non-Executives	114	37.0
Number of Years in Current Bank		
Less than 5 years	126	40.9
6-10 years	130	42.2
11-15 years	45	14.6

More than 15 years	7	2.3
Number of Years in Banking Industry		
Less than 5 years	97	31.5
6-10 years	143	46.4
11-15 years	58	18.8
More than 15 years	10	3.2

#### Reliability Analysis.

Variables	Number of Items	Cronbach's Alpha
<i>Dependent</i> <b>Career Success</b>	5	0.874
<i>Independent</i> <b>Person-Job-Fit</b>	5	0.812
<b>Person-Organisation-Fit</b>	3	0.799
<b>Self-Efficacy</b>	8	0.861

#### Descriptive Statistics.

Variables	Mean	Standard Deviation
<i>Dependent</i> <b>Career Success</b>	4.185	0.657
<i>Independent</i> <b>Person-Job-fit</b>	4.288	0.511
<b>Person-Organisation-Fit</b>	4.326	0.543
<b>Self-Efficacy</b>	4.368	0.621

#### Pearson Correlation Analysis.

	Career Success	Self-Efficacy	Person-Job-Fit	Person-organisation-fit
Career Success	1			

Self-Efficacy	0.712**	1		
Person-Job-Fit	0.672**	0.699**	1	
Person-Organisation-Fit	0.541**	0.591**	0.750**	1

### Regression Analysis.

Dependent Variable	Standardize Coefficients		Standardized Coefficients	T	Sig.
<i>Career Success</i>					
	B	Std. Error	Beta		
(Constant)	-.218	.224		-.972	.332
Self-Efficacy	.606	.069	.471	8.819	.000
Person-Job-Fit	.404	.079	.334	5.129	.000
Person-organisation-fit	.013	.061	.013	.217	.828